

DSHS Children's Administration

Government Management, Accountability and Performance Reporting



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Mission and Priorities

Mission:

*Protecting children, supporting families,
providing quality care with our partners.*

Priorities:

- **Safety** *Children will be safe from abuse and neglect*
- **Permanency** *Provide stable, nurturing, and permanent placements as quickly as possible for children who are placed in out-of-home care.*
- **Well Being:** *Help families and communities improve the well-being of children in their own homes and in out-of-home care.*
- **Supporting Client Outcomes:** *Continuously improve the organization's capacity to achieve outcomes for children and families.*

Children's Administration Region and Field Office Map

Children's Administration Region and Field Offices



Budget

Children's Administration Expenditures By Logic Model Business Process					
Total Funds					
Business Process	Total Expenditure	Direct Staff	Contracted Services	Other	FTE
Referrals	\$7,414,580	\$7,414,580	\$0	\$0	117.2
Protection	\$67,144,875	\$30,201,037	\$3,213,670	\$33,730,168	799.1
Placement Prevention	\$34,830,310	\$8,050,229	\$22,539,416	\$4,240,665	145.7
Appropriate Placement	\$154,706,831	\$9,664,731	\$143,189,718	\$1,852,382	166.5
Permanency Planning	\$88,913,020	\$29,986,513	\$4,828,463	\$54,098,044	1115.2
After Care	\$67,113,243	\$976,124	\$62,870,372	\$3,266,747	29.3
Meeting Childs Needs	\$3,444,445		\$3,371,997	\$72,448	4.9
Not Core Business	\$17,084,765		\$15,814,104	\$1,270,661	1.4
Total	\$440,652,069	\$86,293,214	\$255,827,740	\$98,531,115	

GMAP Logic Model-Overview

1. Referrals

2. Protection

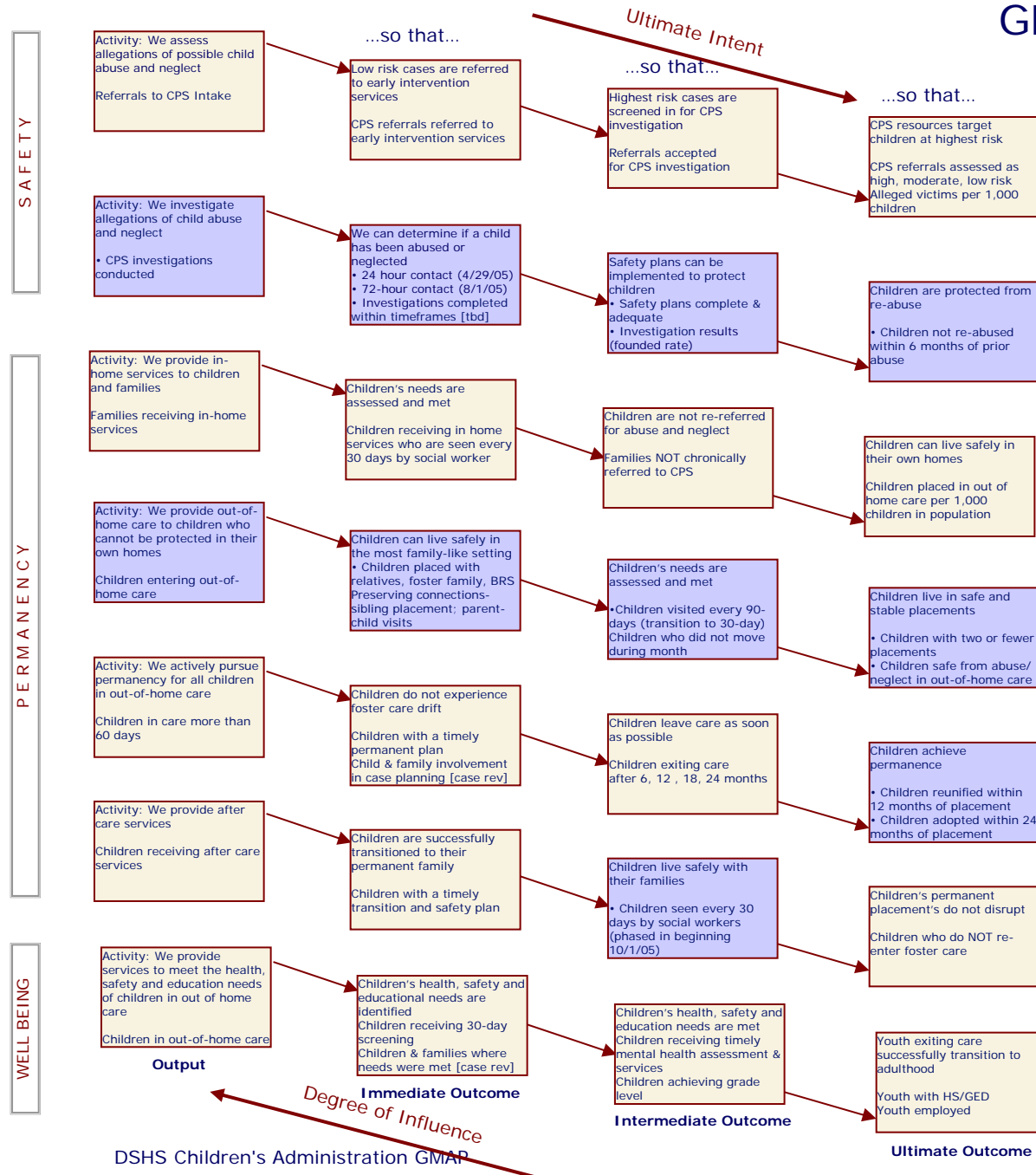
3. Placement Prevention

4. Appropriate Placement

5. Permanency Planning

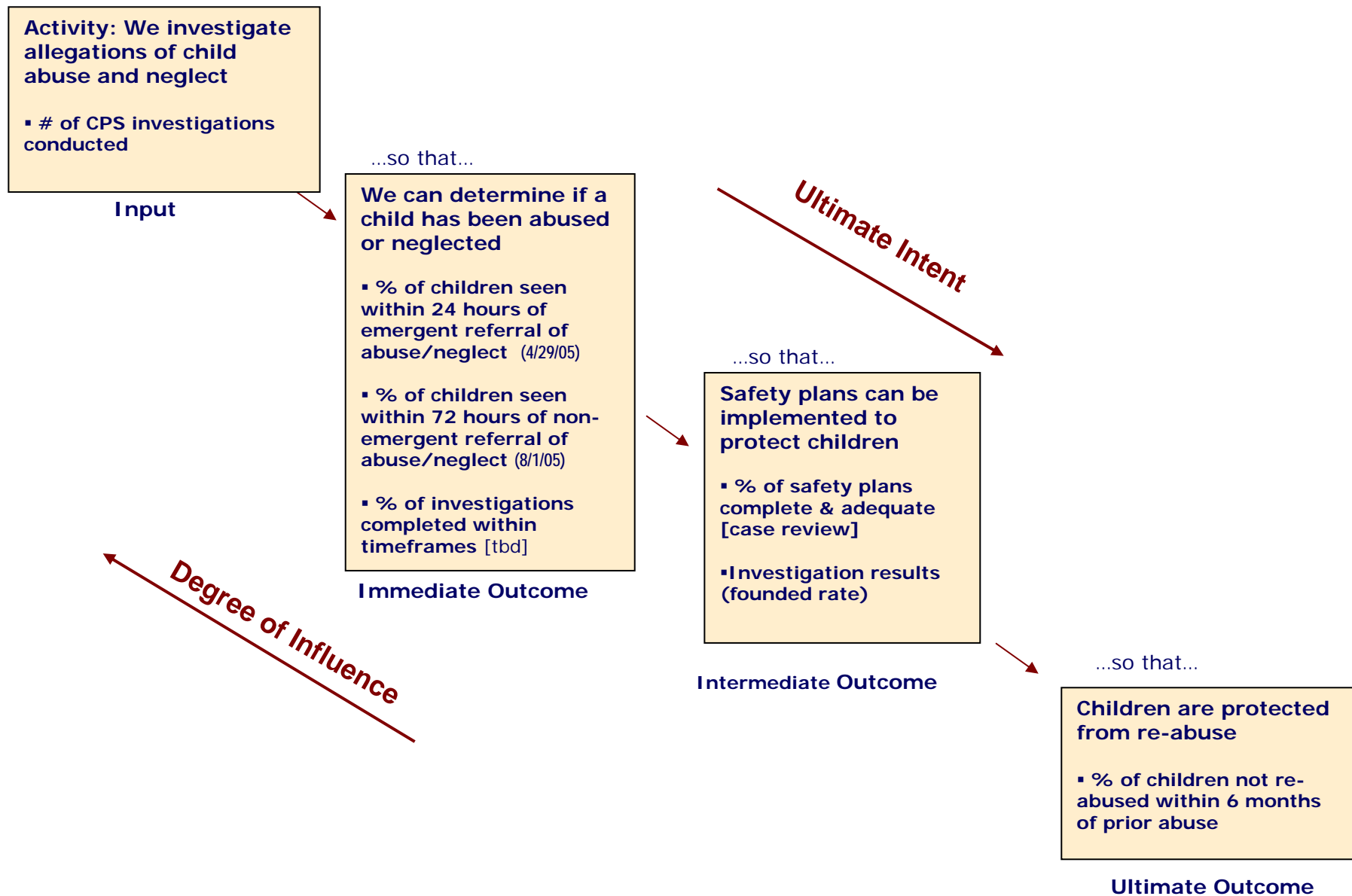
6. After Care

7. Meeting Child's Needs



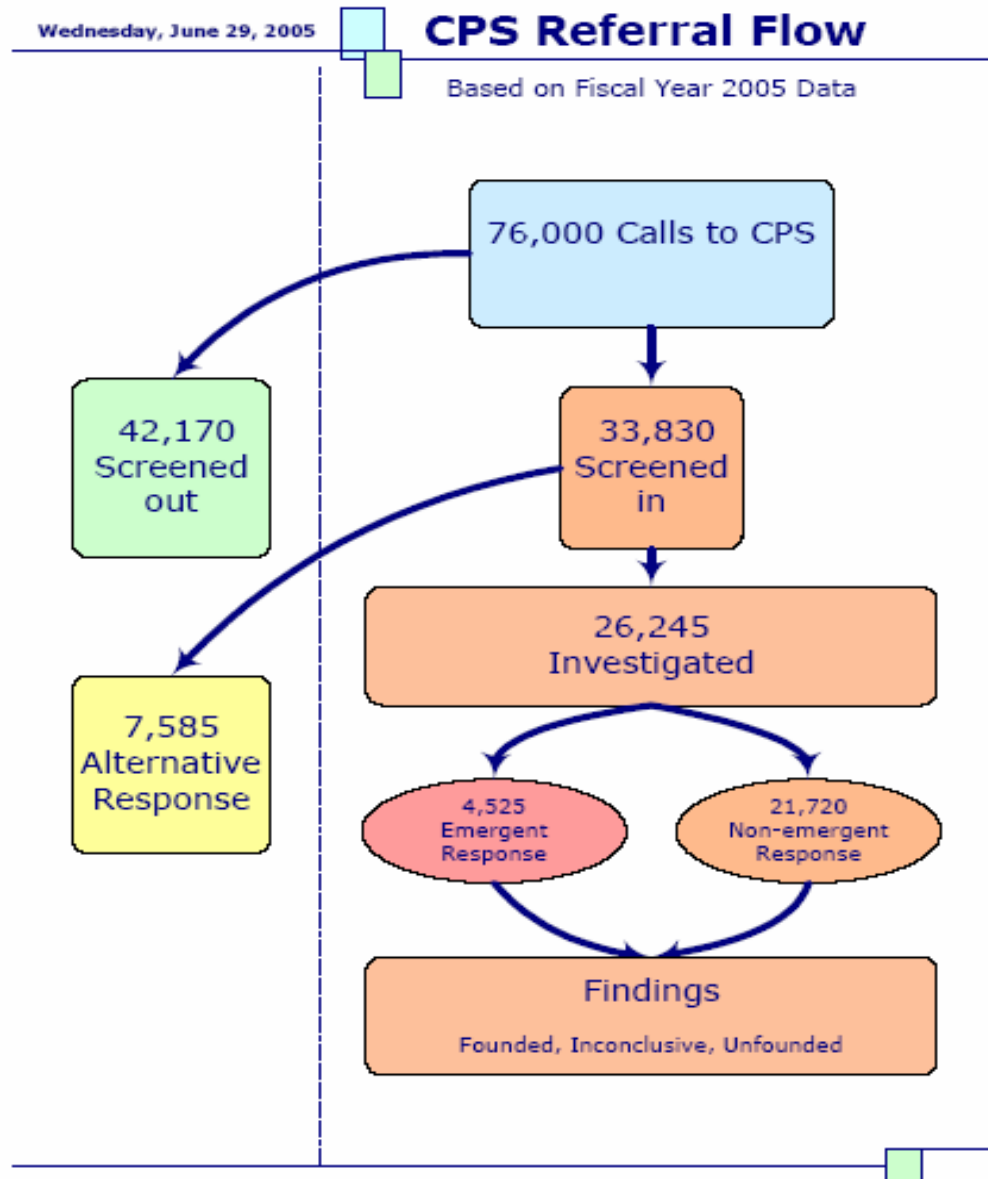
June 29, 2005

Logic Model #2 Safety Protection



GMAP

What Happens to CPS Referrals?

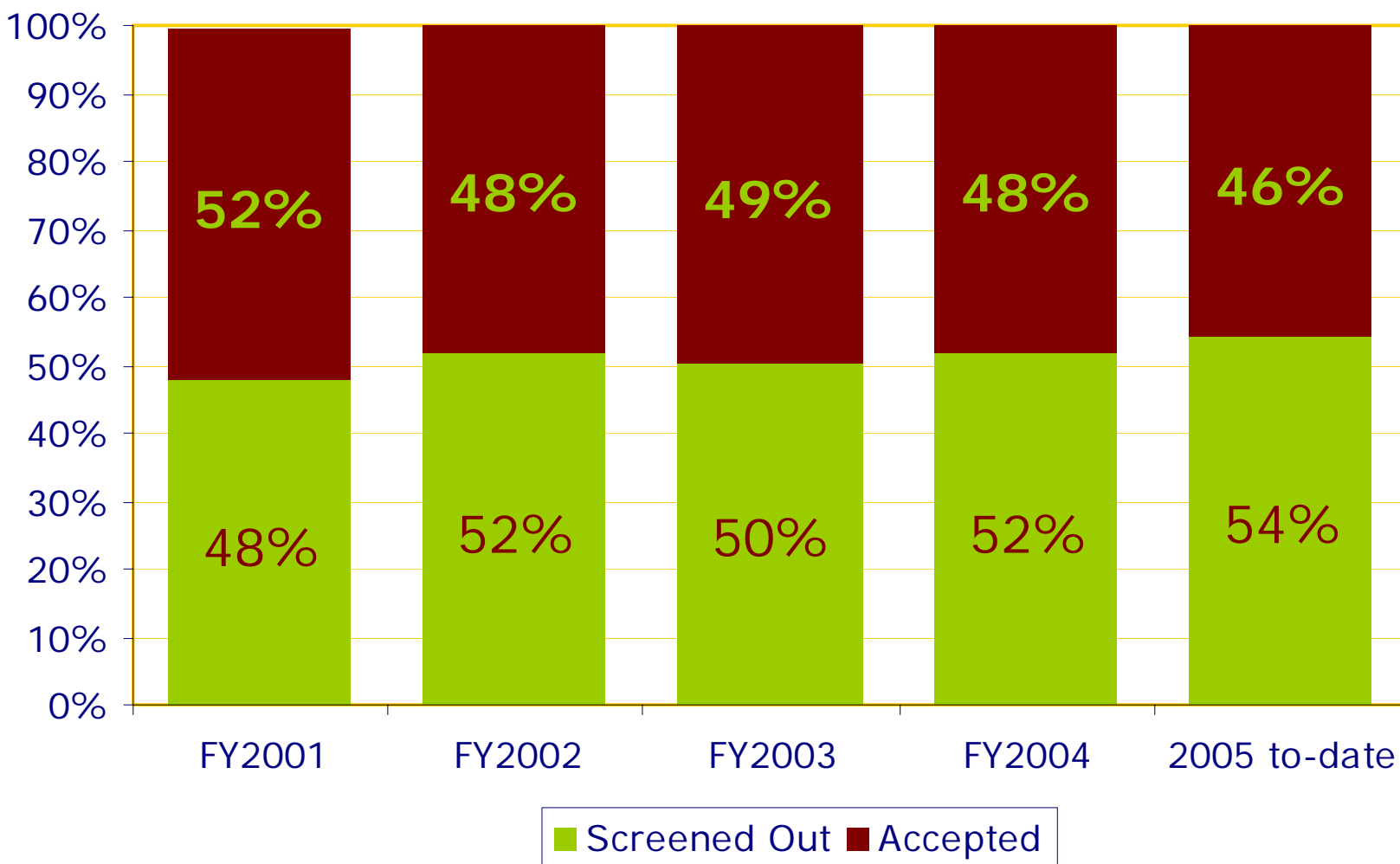


Safety

Protection: Referrals

1

Percent of CPS Referrals by Accepted and Screened-Out

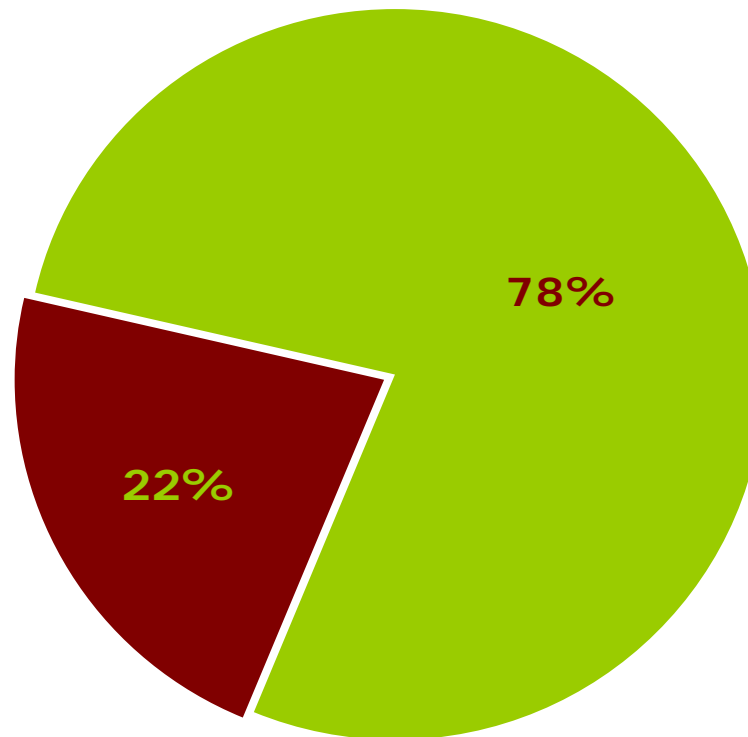


Safety

Protection: Referrals

Proportion of Accepted CPS Referrals Assigned for Investigation or Alternative Intervention FY05 YTD

2



■ Investigated ■ Alternative Intervention

Safety

Protection: Investigated Referrals

Measure: Number of CPS investigations conducted

Strategic Goal: Children are protected from re-abuse

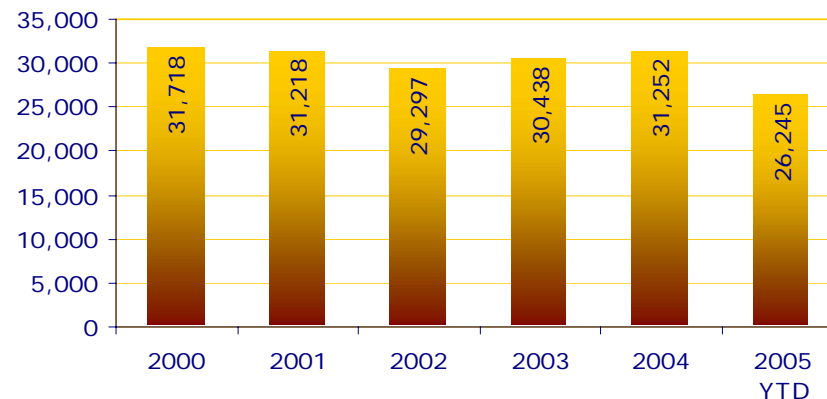
Performance Target: Not Applicable*

Source: Children's Administration Case and Management Information System (CAMIS)

* Context measure

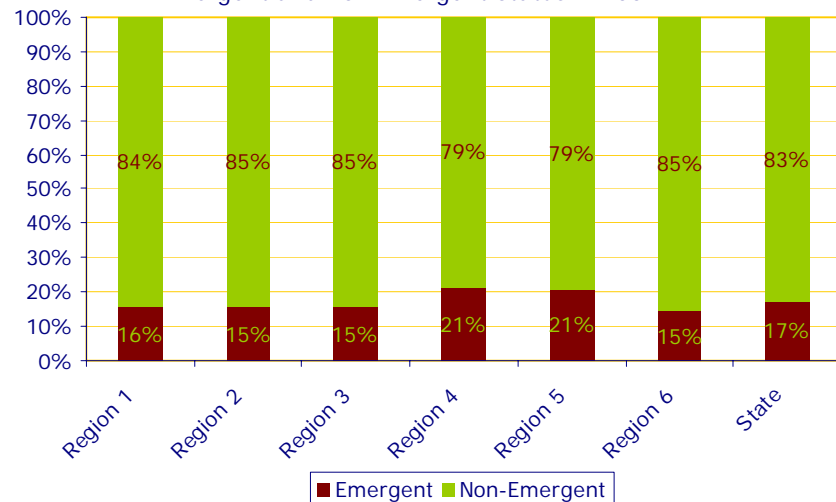
Number of CPS Investigations Conducted by Fiscal Year

3



Percent of CPS Investigations With Emergent and Non-Emergent Status - FY05 YTD

4



ACTION

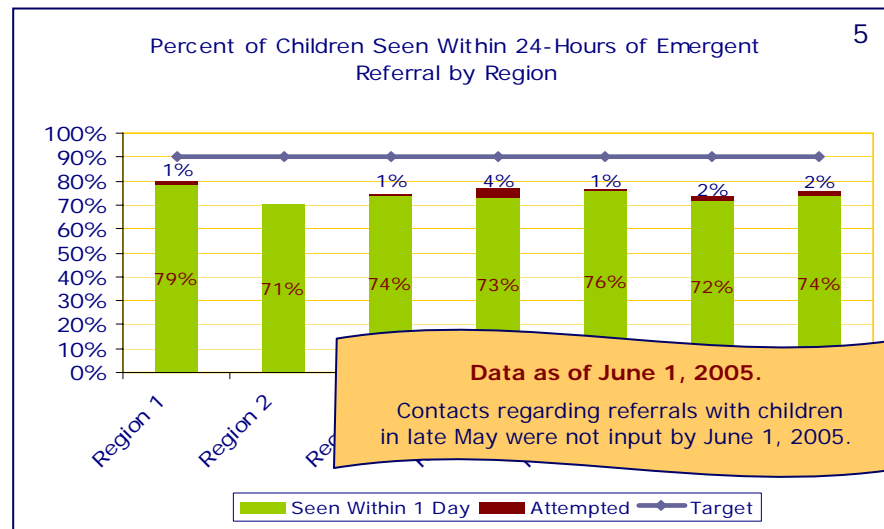
- Continue to monitor number of investigations conducted by region
- Continue to improve consistency of emergent/non-emergent decisions



Safety

Protection: Emergent Response

Measure:	Percent of children seen within 24 hours of emergent referral of abuse or neglect. (New requirement effective 4/29/05)
Strategic Goal:	Children are protected from re-abuse
Performance Target:	90 percent of children seen within 24 hours of emergent report
Source:	Children's Administration Case and Management Information System (CAMIS)



Percent of Children Seen Within 24-Hours of Emergent Referral by Region - May 2005

6

Data incomplete.

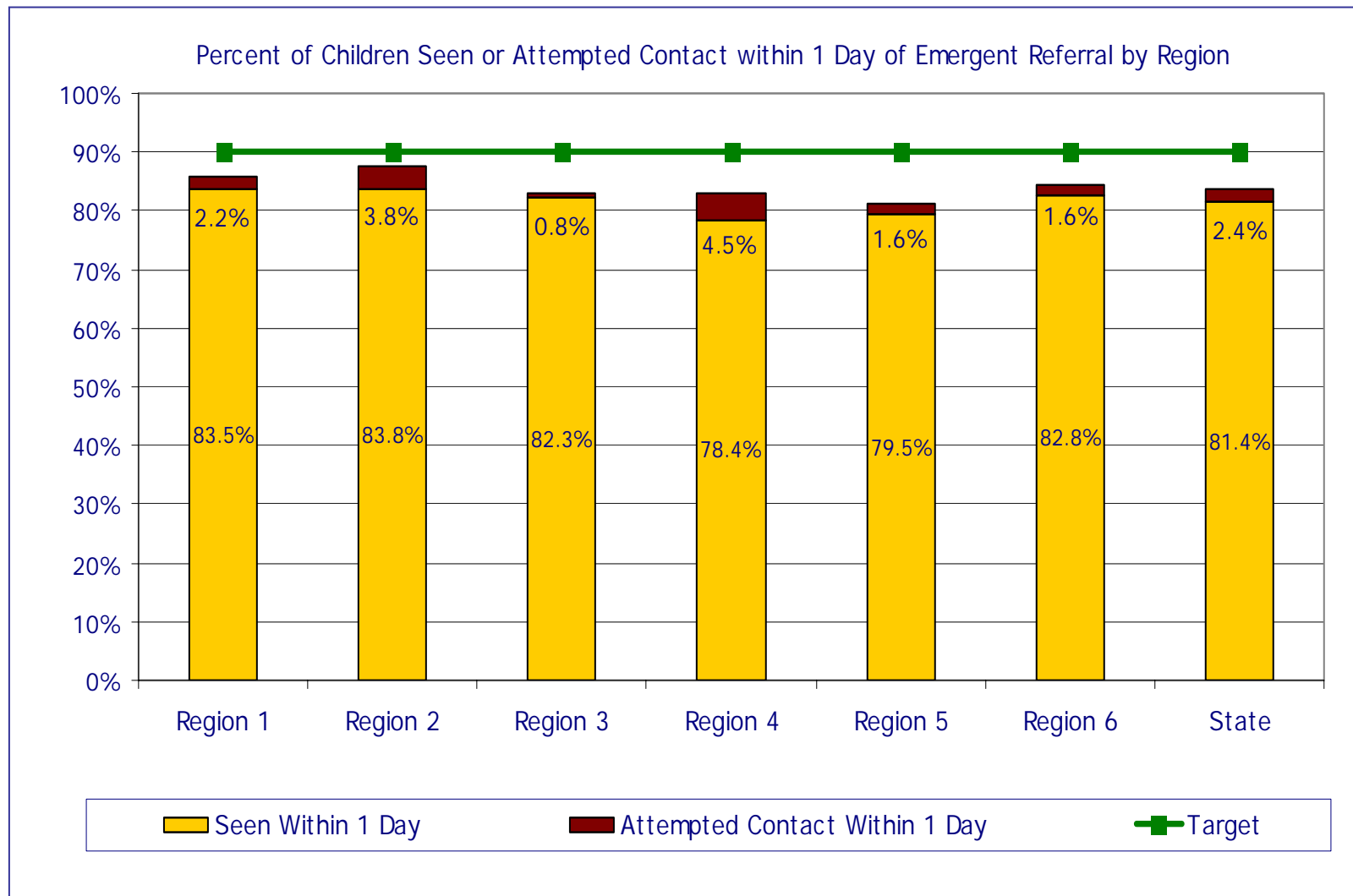
To be updated by 6/29.
Contacts regarding referrals with children in late May were not input by June 1, 2005.
New Download 6/25/05 will provide more accurate information on this measure.

ACTION

- Continue active daily monitoring by supervisors
- Complete CAMIS alerts to support compliance
- Require documentation within 7 days
- Shift resources between regions
- Move target to 95 percent by 2007 (federal standard)

Safety

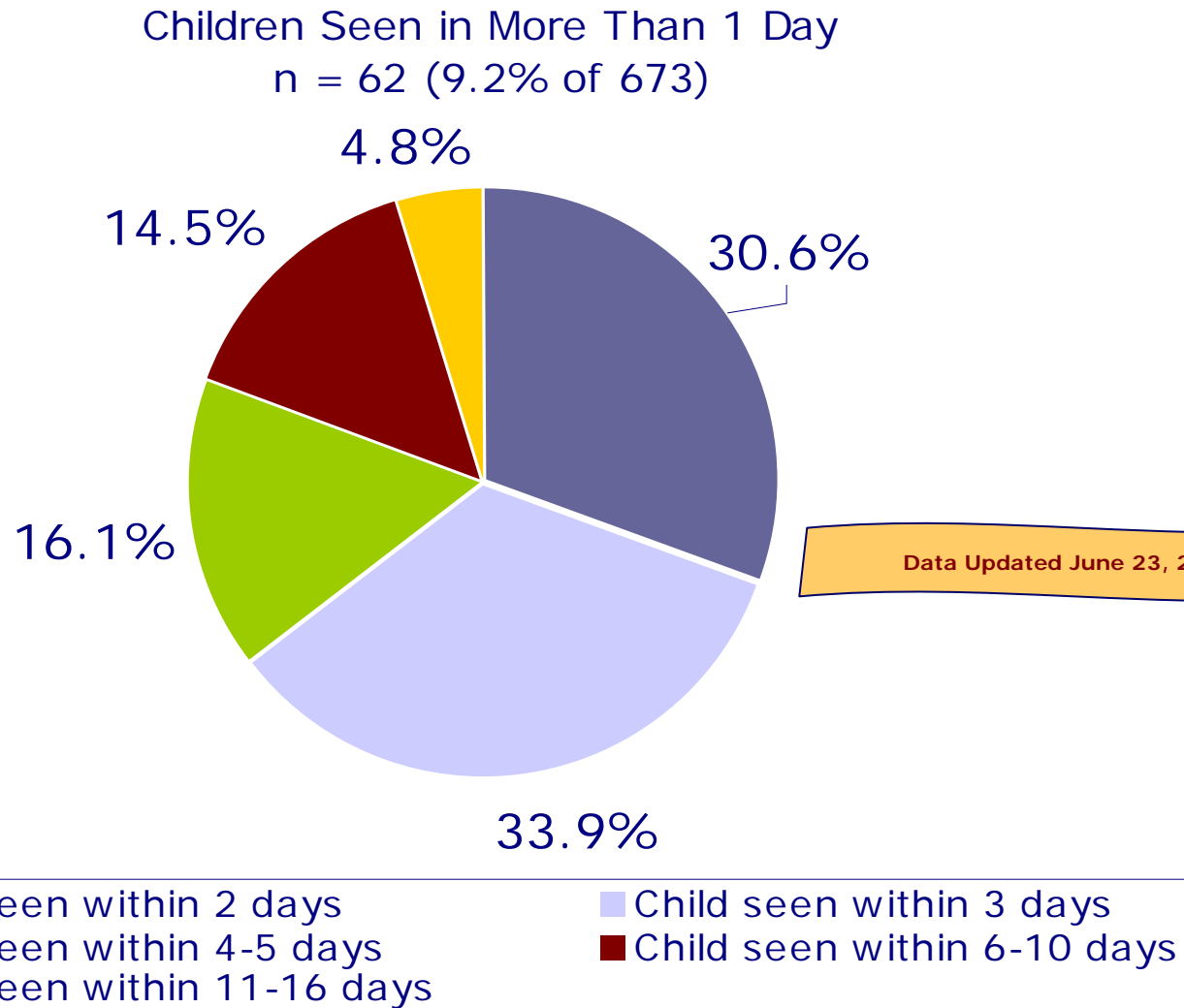
Protection: Emergent Response 4/29/05-5/31/05



Data Updated June 23, 2005.

Safety

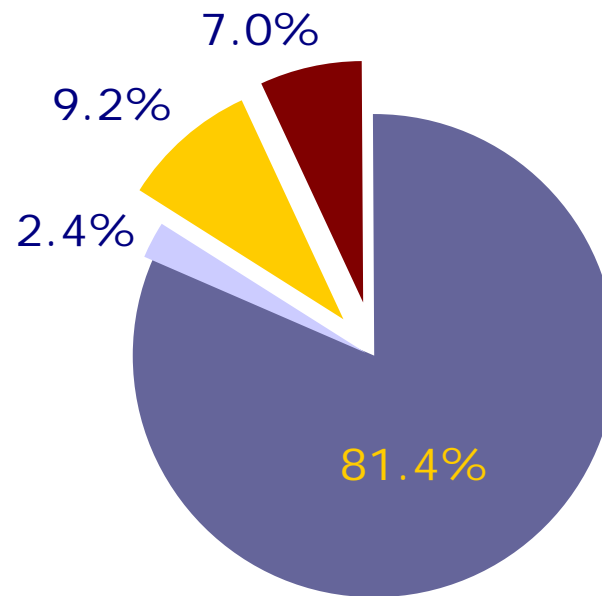
Protection: 4/29/05-5/31/05



Safety

Protection: Emergent Response 4/29/05-5/31/05

Percent of Children Seen or Attempted Contact within
One Day of Emergent Referral n = 673



Data Updated June 23, 2005.

■ Seen Within 1 Day	■ Attempted Contact Within 1 Day
■ Seen or Attempted > 1 Day	■ Timeframe Unknown - not documented



Safety

Protection: Non-Emergent Response

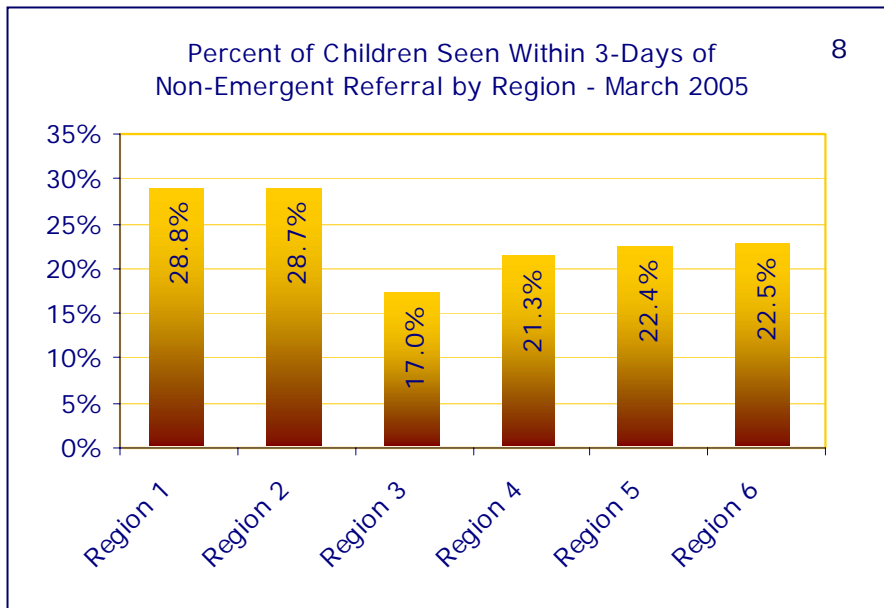
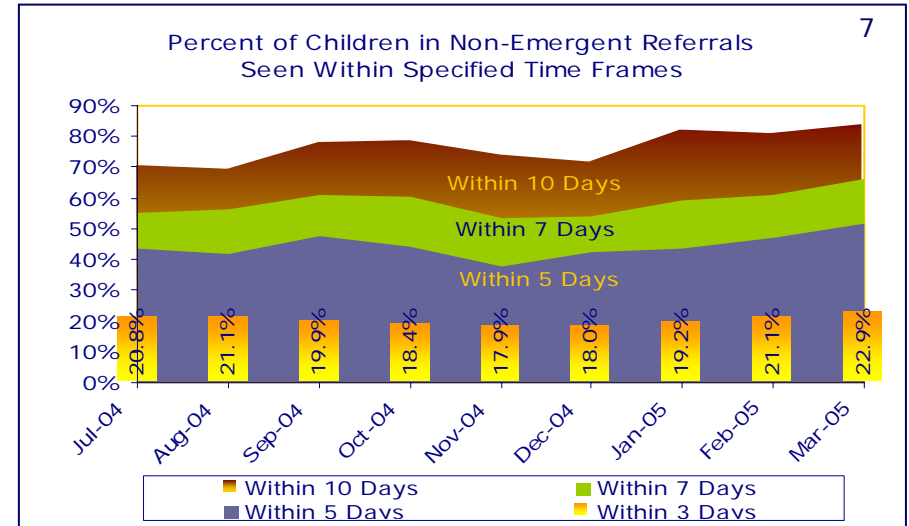
Measure: Percent of children seen within 72 hours of non-emergent referral of abuse or neglect. (New requirement effective 8/1/05)*

Strategic Goal: Children are protected from re-abuse

Performance Target: 90 percent of children seen within 72 hours of non-emergent report

Source: Children's Administration Case and Management Information System (CAMIS)

* Current standard is 10-days, will move to 72-hours 8/1/05



ACTION

- Complete 72-hour response policy and procedure development
- Implement regional plans for 72-hour response by August 1, 2005
- Daily monitoring by supervisors
- Complete CAMIS alerts to support compliance
- Require documentation within 7 days
- Establish performance baseline
- Move target to 95 percent by 2007 (federal standard)

Safety

Protection: Timeliness of Completed Investigation

Measure:	Percent of investigations completed within timeframes
Strategic Goal:	Children are protected from re-abuse
Performance Target:	To be developed
Source:	Children's Administration Case and Management Information System (CAMIS)

To Be Developed

To Be Developed

ACTION

- Complete Child Protective Service/Child Welfare Services redesign (Fall 2005)
- More time limited and focused CPS role
- Establish shorter timelines for completing investigations
- Establish performance baselines based on new timelines
- Active monitoring of performance



Safety

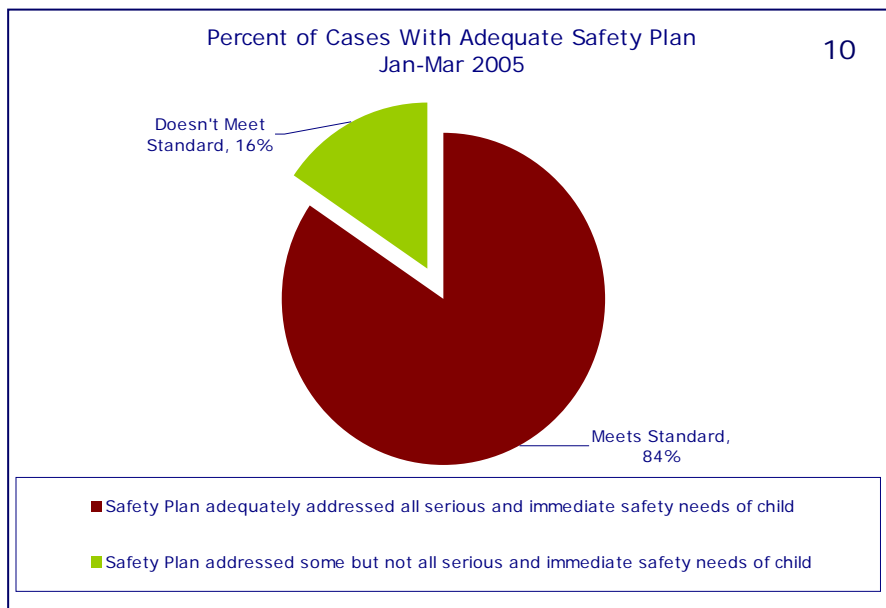
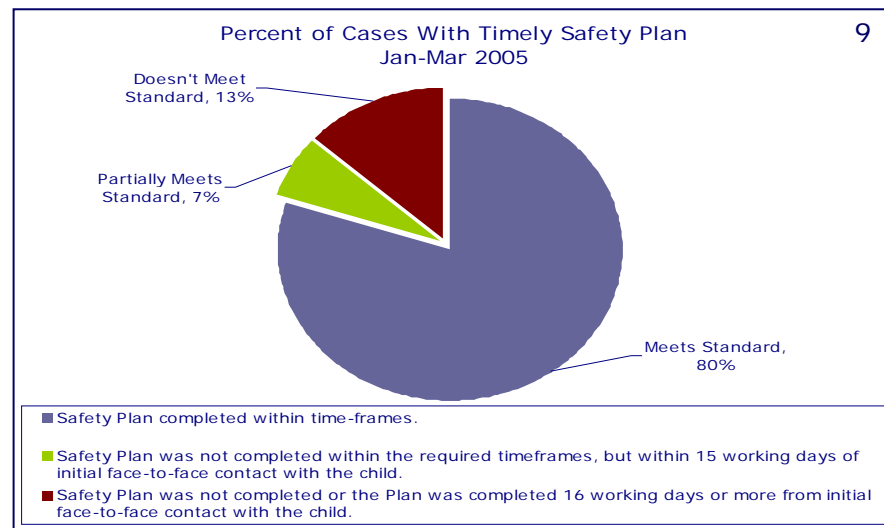
Protection: Safety Plans

Measure: Percent of children with timely and adequate safety plans in place

Strategic Goal: Children are protected from re-abuse

Performance Target: 90 percent of children have a timely and adequate safety plan

Source: Case Review



ACTION

- Conduct statewide "refresher" training on safety assessment and risk assessment
- Improve connection between "safety assessments" and "safety plans"
- Continue quality service review process
- Use findings from quality service reviews to inform supervisors and staff and strengthen training
- Move target to 95 percent by 2007

Safety

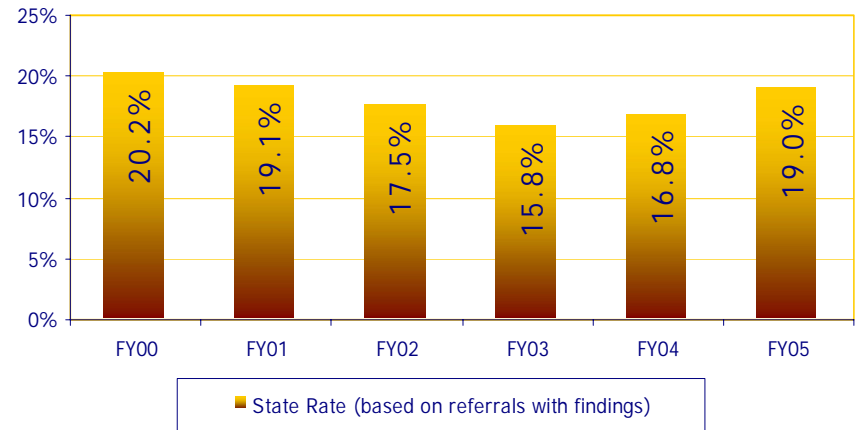
Protection: Investigation Results

Measure:	Percent of investigation results by finding type
Strategic Goal:	Children are protected from re-abuse
Performance Target:	Not Applicable*
Source:	Children's Administration Case and Management Information System (CAMIS)

* No established standard

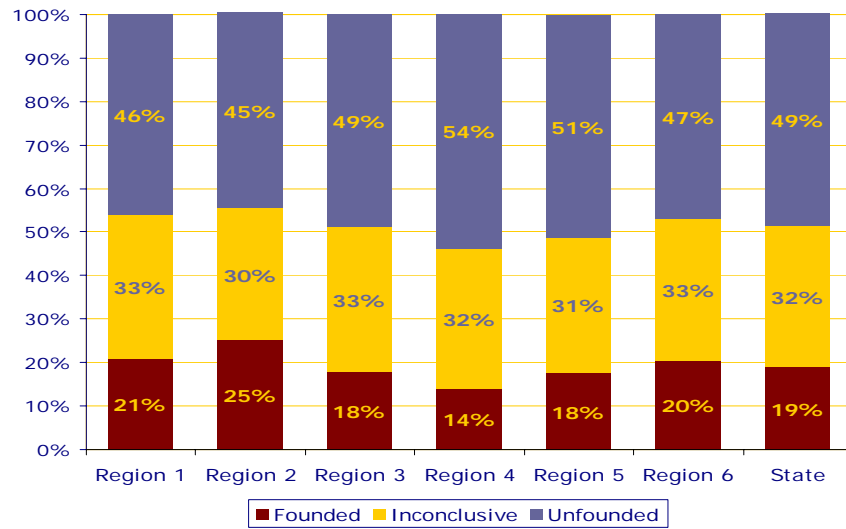
Percent of Alleged Victims With Founded Allegations of Abuse or Neglect:
FY00 to FY05 Trend

11



Percent of Alleged Victims by Finding Type: FY 05 Year to Date

12



ACTION

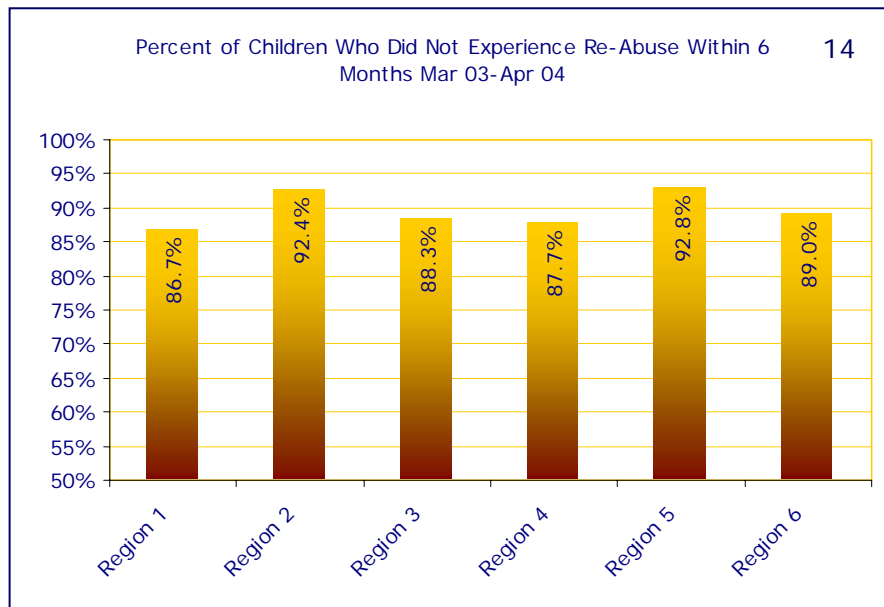
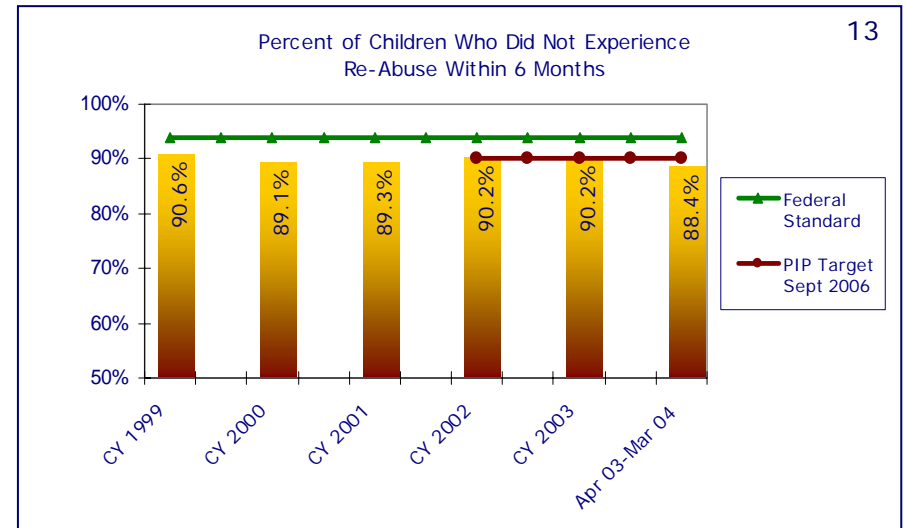
- Review findings systems used by other states
- Review current findings system (founded, inconclusive, unfounded)
- Make changes as necessary
- Implement and monitor changes



Safety

Protection: Recurrence of Abuse

Measure:	Percent of children who are not re-abused within 6 months of prior abuse
Strategic Goal:	Children are protected from re-abuse
Performance Target:	The federal Program Improvement Plan (PIP) target is 90.1 percent by September 2006, demonstrating progress toward the federal standard of 93.9 percent
Source:	Children's Administration Case and Management Information System (CAMIS)



ACTION

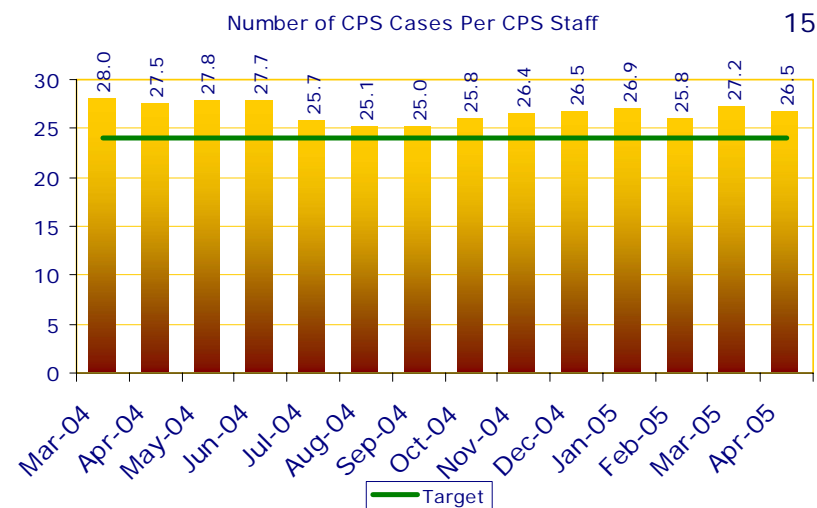
- Child Protective Service/Child Welfare Services redesign (Fall 2005)
- Implement 24-hour response time for emergent referrals
- Implement 72-hour response time for non-emergent referrals
- Implement phased-in transition to 30-day visits
- Expand evidence-based practice



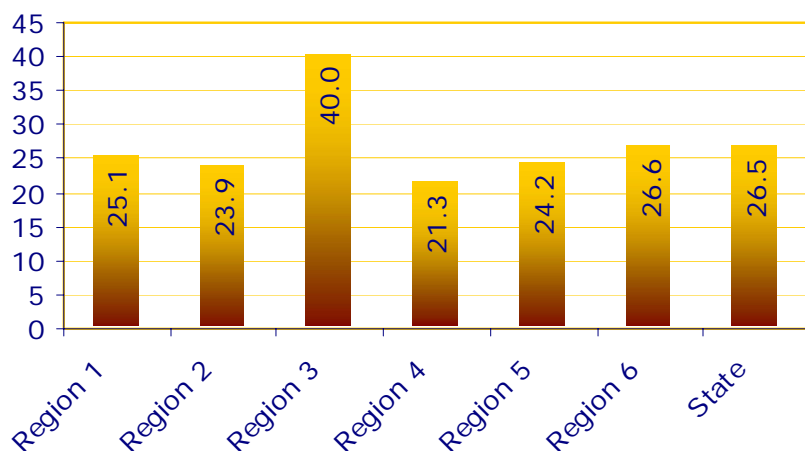
Safety

Supporting Client Outcomes: Caseload Ratio

Measure:	Number of Child Protective Services (CPS) cases (investigations and ongoing services) per month
Strategic Goal:	Adequate resources to provide quality services, so that children are protected from re-abuse
Performance Target:	24 cases per 1 staff
Source:	Children's Administration Case and Management Information System (CAMIS)



Number of CPS Cases Per CPS Staff-April 2005 16

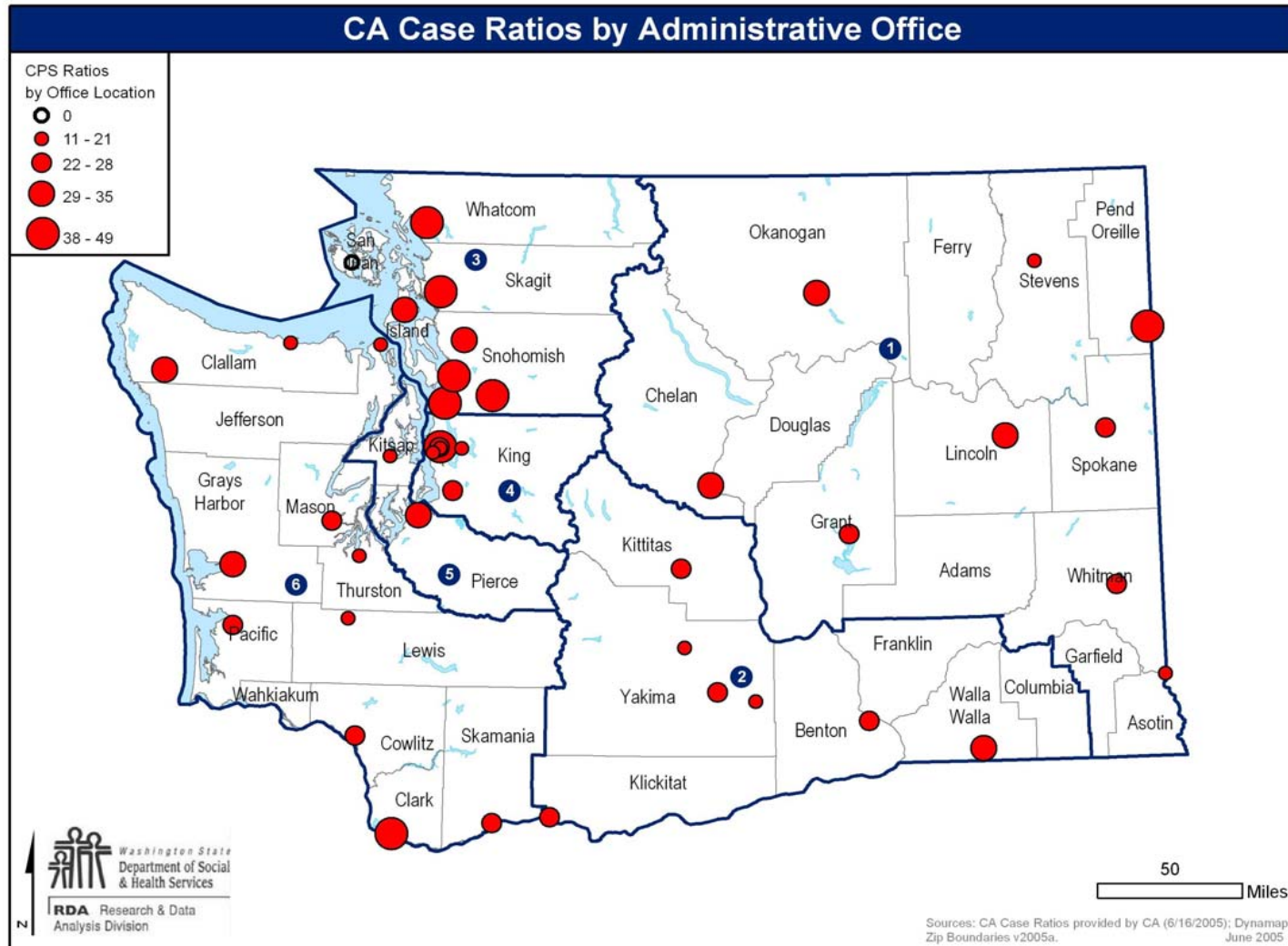


ACTION

- Continue monthly monitoring of case ratio
- Continue to monitor closing of inactive cases
- Monitor timely transfer of in-home cases from CPS to in-home Child Welfare Services (CWS) and out-of-home CWS.
- Shift resources between regions
- Send team to Region 3 to reduce backlog and improve performance measures

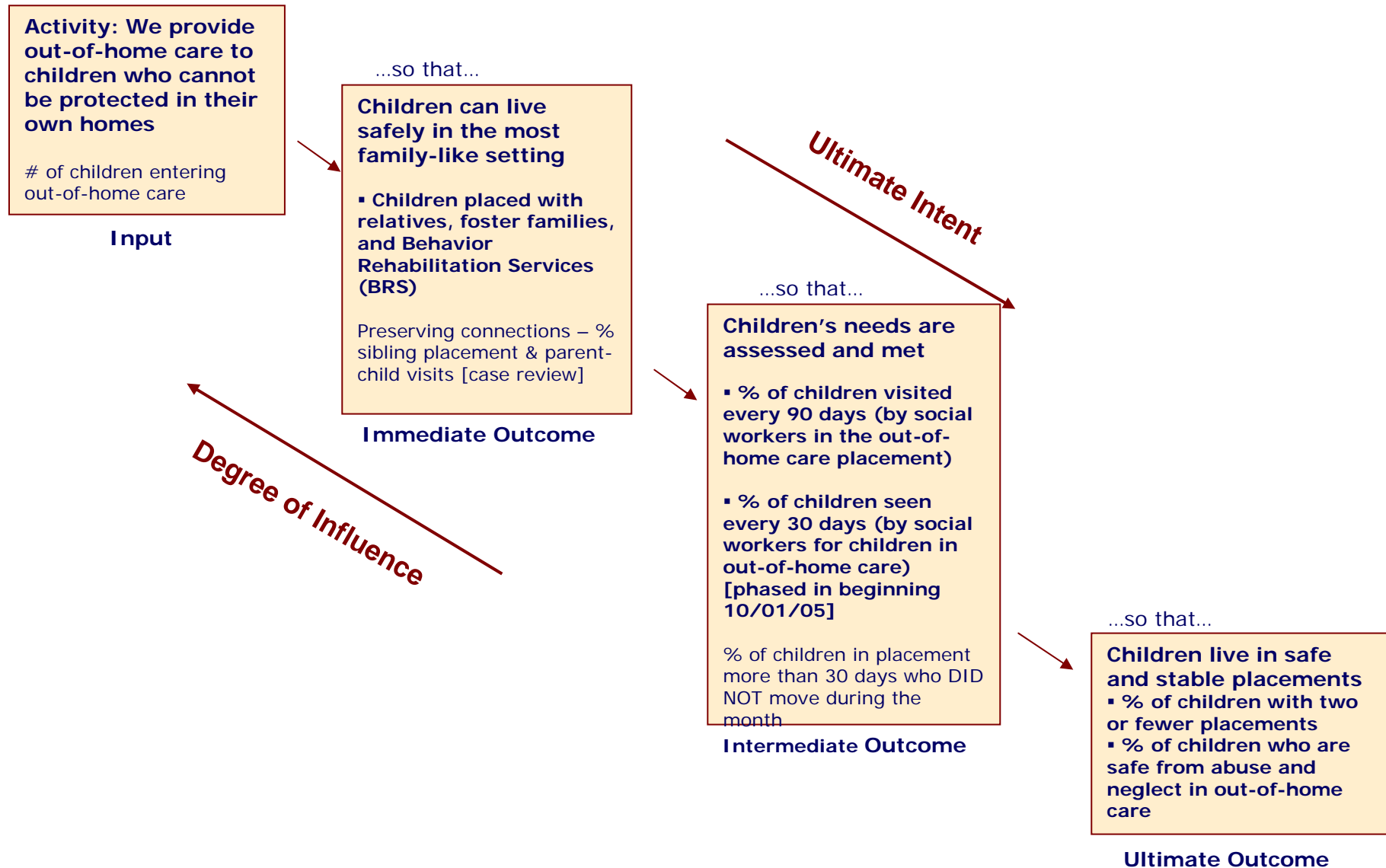
Safety

Supporting Client Outcomes: Caseload Ratio - CPS



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Logic Model #4 Permanency Appropriate Placement

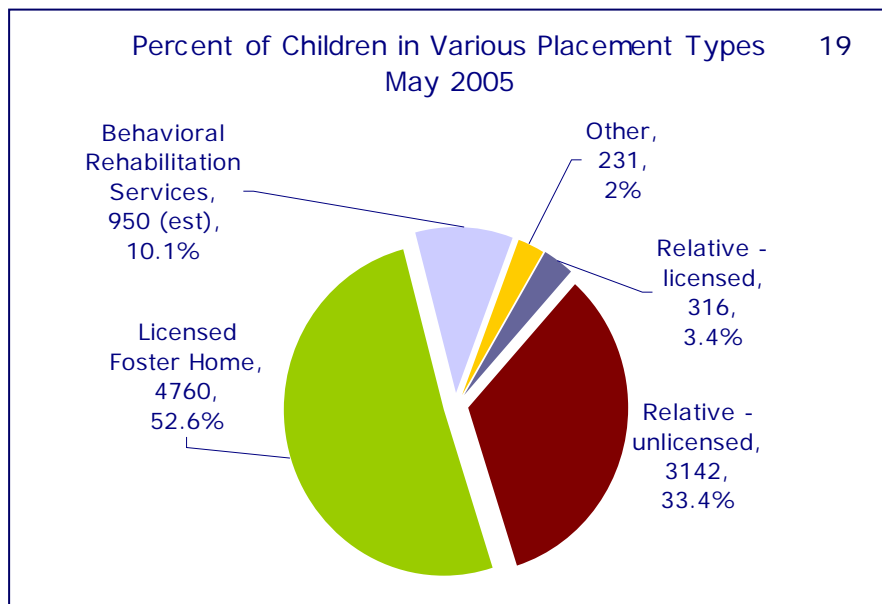
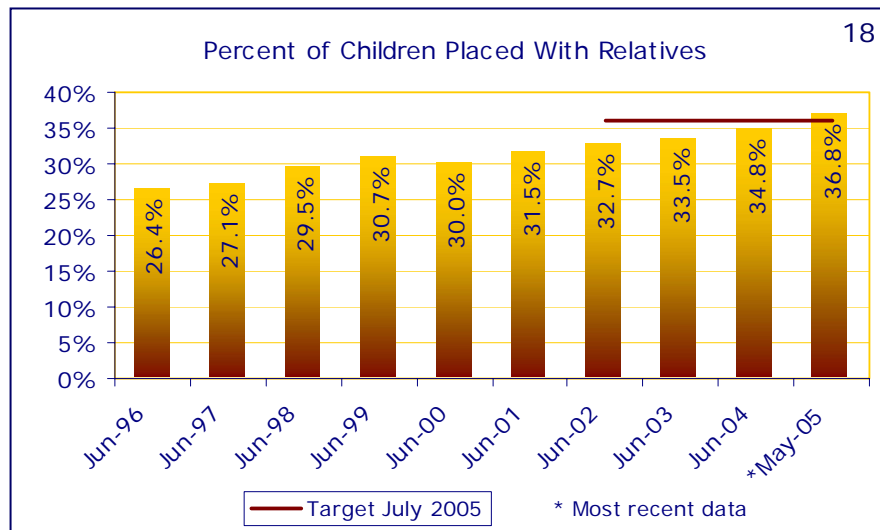




Permanency

Appropriate Placement: Relative Placement

Measure:	Percent of children placed with relatives, family foster care, BRS
Strategic Goal:	Children live in safe and stable placements
Performance Target:	36 percent of children placed in out-of-home care will be placed with relatives by July 1, 2005
Source:	Children's Administration Case and Management Information System (CAMIS)



ACTION

- Provide engagement training to staff
- Provide relative search guidelines to staff
- Expand use of Family Team Decision Meetings
- Implement initial relative assessment to support immediate placement
- Implement relative home study as resources allow



Permanency

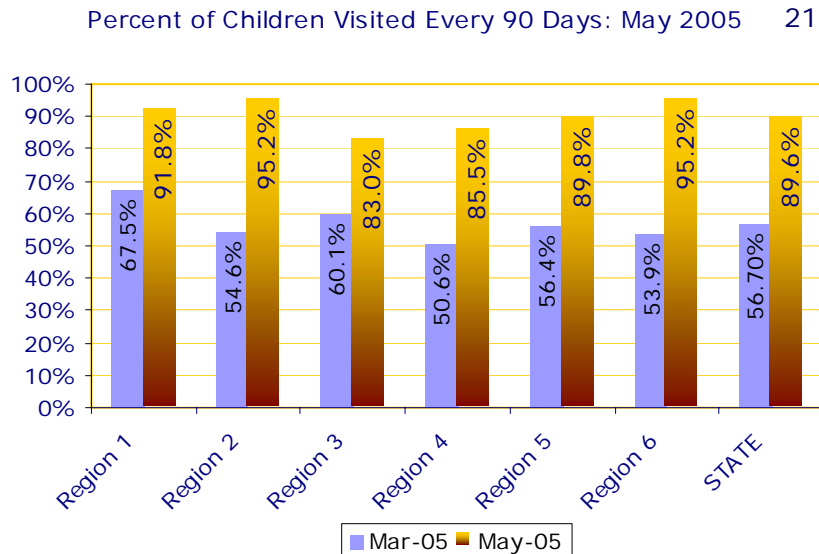
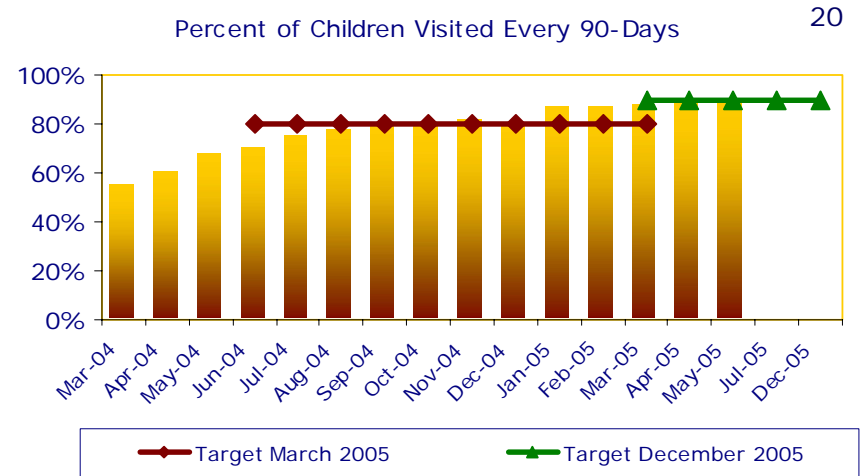
Appropriate Placement: 90-Day Health and Safety Visit

Measure: Percent of children who are visited every 90 days in their out-of-home placement by their social worker

Strategic Goal: Children live in safe and stable placements

Performance Target: 90 percent of children will be visited every 90 days in their foster home by December 2005

Source: Children's Administration Case and Management Information System (CAMIS)



ACTION

- Continue monthly monitoring of performance
- Implement phased-in transition to 30-day visits
- Move target to 95 percent by 2007

Permanency

After-Care: Children Seen Every 30 Days

Measure:	Children seen by a social worker every 30 days who have been returned home with an in-home dependency (New requirement effective 10/1/05)
Strategic Goal:	Children's permanent placements do not disrupt
Performance Target:	90 percent of children will be visited every 30 days by their social worker
Source:	Children's Administration Case and Management Information System (CAMIS)

To Be Developed

To Be Developed

ACTION

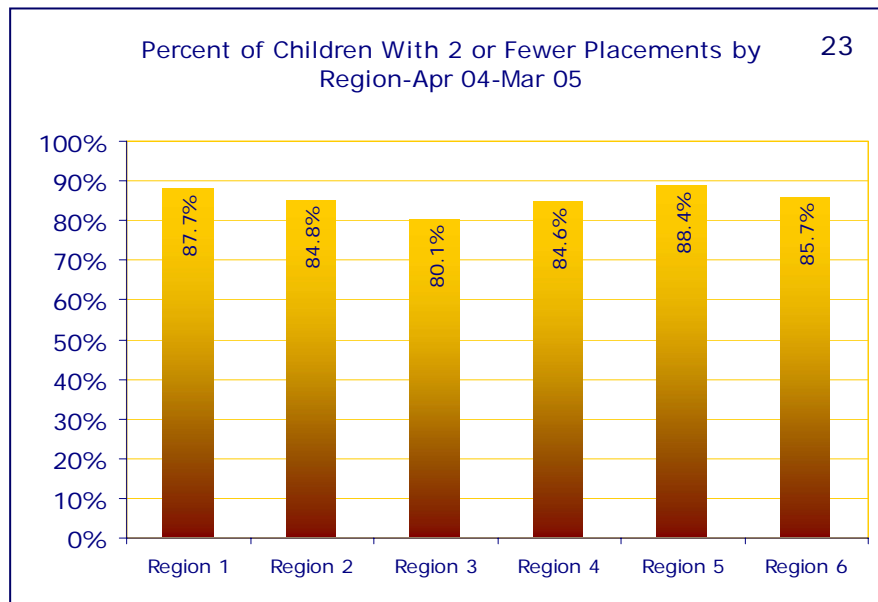
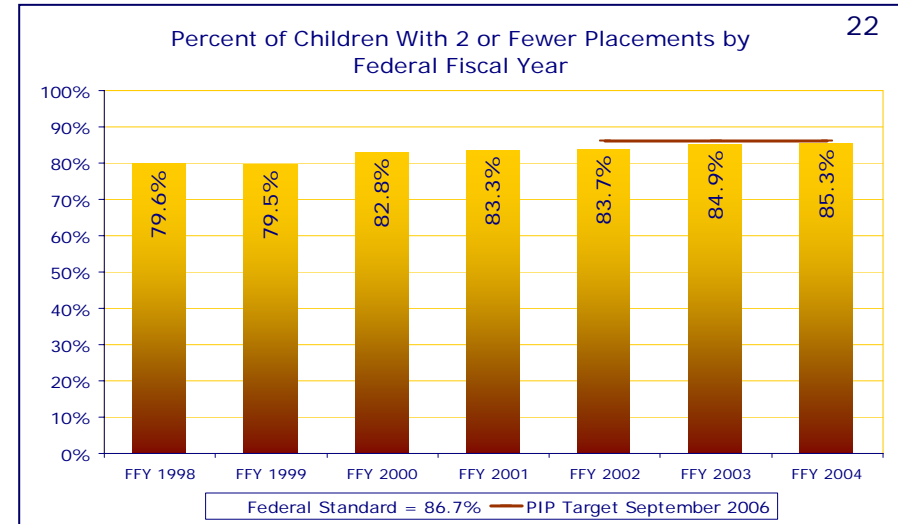
- Complete 30-day visit policy and procedure development
- Develop phased-in implementation plan
- Implement phased-in transition to 30-day visits October 1, 2005
- Complete CAMIS changes to support compliance
- Establish performance baseline
- Active monthly monitoring of performance



Permanency

Appropriate Placement: Stability

Measure:	Percent of children with two or fewer placements in their first 12 months in out-of-home care
Strategic Goal:	Children live in safe and stable placements
Performance Target:	The federal Program Improvement Plan (PIP) target is 86.1 percent by September 2006, demonstrating progress toward the federal standard of 86.7 percent
Source:	Children's Administration Case and Management Information System (CAMIS)



ACTION

- Increase relative placements
- Complete staffings for all children with multiple placements
- Expand Family Team Decision Meetings to prevent placement and placement disruption
- Monitor performance of new foster parent recruitment and retention contracts
- Continue to promote after hours foster parent support/crisis line
- Mandatory in-service training for licensed foster parents
- Implement phased-in transition to 30-day visits



Permanency

Appropriate Placement: Safety in Out-of-Home Placement

Measure: Percent of children who were not abused or neglected while in out-of-home care

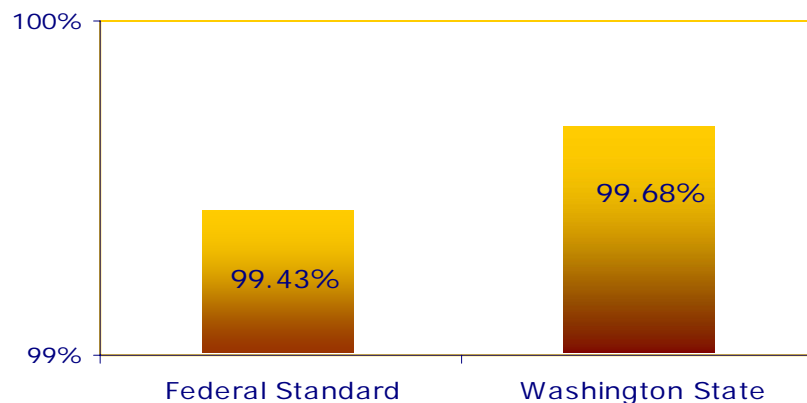
Strategic Goal: Children live in safe and stable placements

Performance Target: Continue to exceed the federal standard of 99.43 percent

Source: Children's Administration Case and Management Information System (CAMIS)

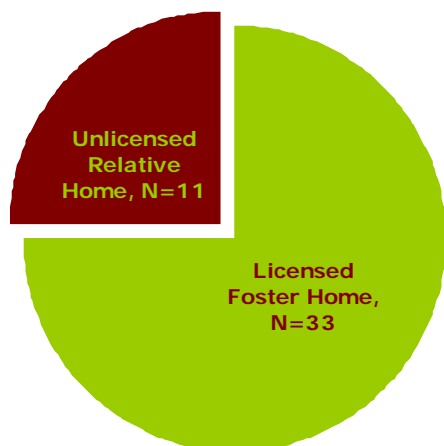
Percent of Children Who are Safe From Abuse and Neglect While in Out-of-home Care

24



Number of Children Abused or Neglected While in Out-of-home Care

25



ACTION

- Continue 90 day health and safety checks for all children
- Implement phased-in transition to 30-day visits
- Continue Licensed Resources health and safety review of 10 percent of licensed resources annually
- Promote foster care crisis and support line
- Continue foster parent training program including mandatory in-service training for foster parents
- Continue to develop regional and local office foster parent support through state wide foster parent support and retention contract



Permanency

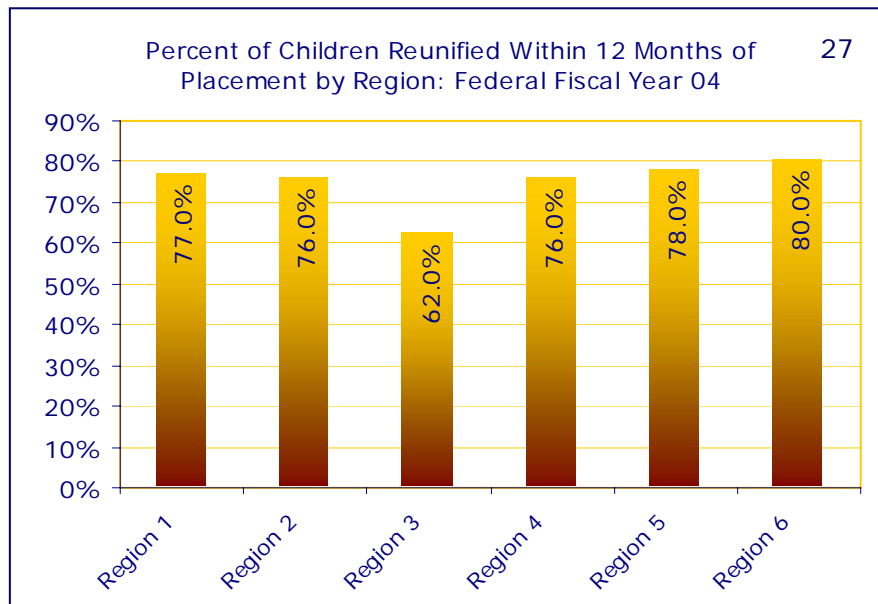
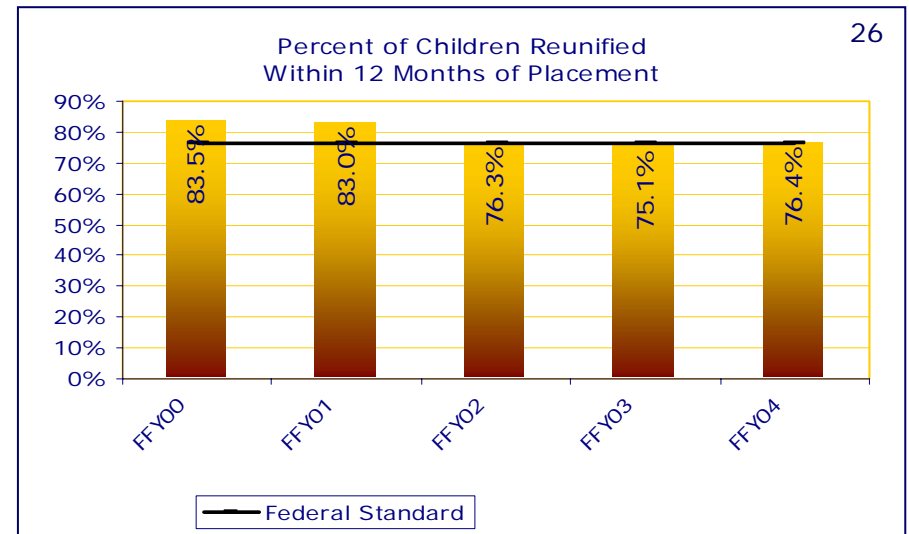
Permanency Planning: Timely Reunification

Measure: Percent of children reunified within 12 months of placement

Strategic Goal: Children live with their permanent families as quickly as possible

Performance Target: Continue to exceed the federal standard of 76.2 percent

Source: Children's Administration Case and Management Information System (CAMIS)



ACTION

- Provide additional training on reunification assessment, transition and safety planning
- Implement performance based contracts
- Complete Child Protective Service/Child Welfare Services redesign (Fall 2005)
- Implement chemical dependency specialist in local offices
- Seek Attorney General/Court data to better inform on barriers to timeliness



Permanency

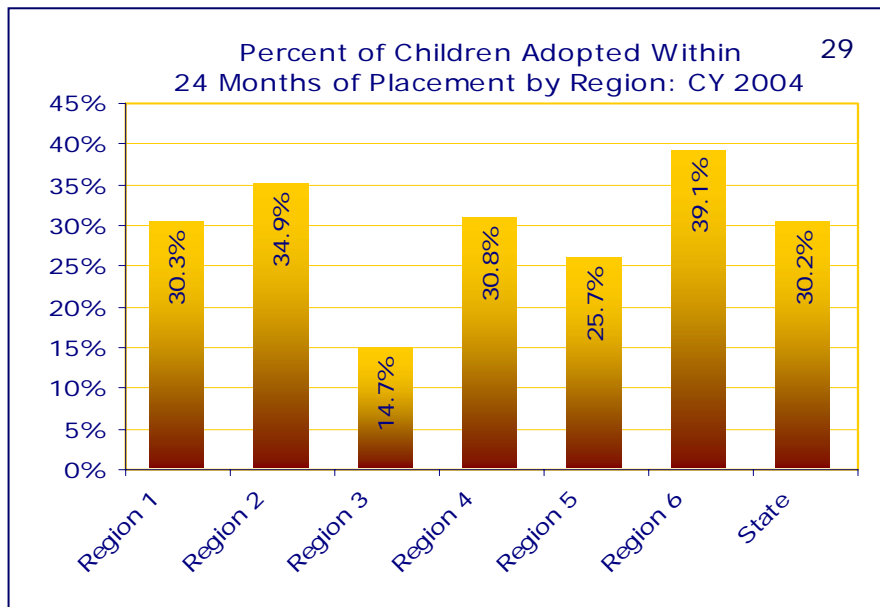
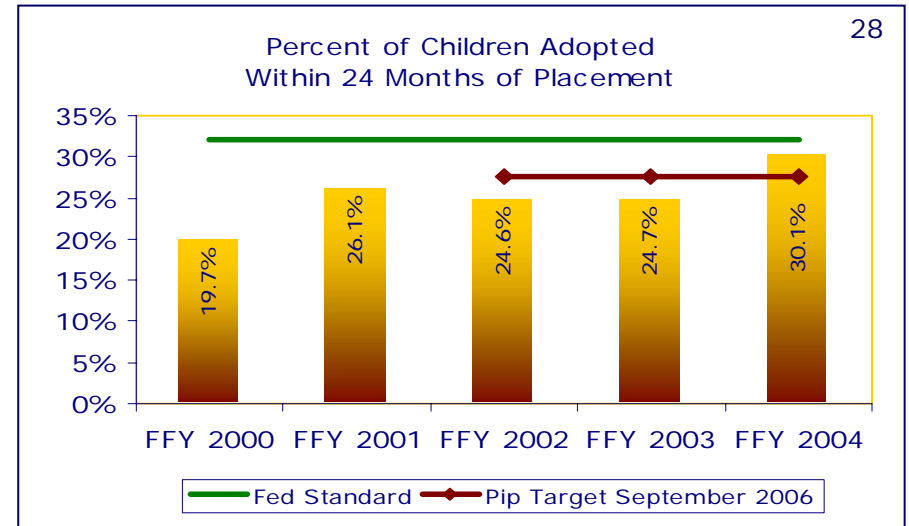
Permanency Planning: Timely Adoption

Measure: Percent of children adopted within 24 months of placement

Strategic Goal: Children live with their permanent families as quickly as possible

Performance Target: The federal Program Improvement Plan (PIP) target is 27.5 percent by September 2006, demonstrating progress toward the federal standard of 32 percent

Source: Children's Administration Case and Management Information System (CAMIS)



ACTION

- Continue active monthly monitoring of legally free children
- Increase focus and training on concurrent planning
- Complete permanency staffings for all children in care 2yrs or more
- Complete Child Protective Service (CPS) /Child Welfare Services (CWS) redesign, including earlier transfer of cases from CPS to CWS for permanency planning
- Shift resources between regions
- Seek Attorney General/Court data to better inform on barriers to timeliness